



Comprehensive Economic Development Strategy/ Strategic Plan 2021-2025

2020

PREPARED BY
Cibolo Economic
Development Corporation

APPROVED BY
Cibolo Economic Development
Corporation Board of Directors
August 20, 2020 (subject to City
Council budget approval)

Overview

The City of Cibola Economic Development Corporation ("CEDC") is requesting proposals from interested Planning Land Use consulting firms to develop a Comprehensive Economic Development Strategy ("Strategic Plan") that will guide the City's economic development activities over the next five years. The CEDC commissioned a Strategic Plan for the period of 2016-2020. Progress has been made in accomplishing the action items from the Strategic Plan and the CEDC is now looking for an analysis of the current economic climate, projects for future growth, and a new action plan to follow to support economic development growth for the next five years. This project is within the city limits/ETJ of Cibola and will involve an assessment of existing land use and transportation conditions. The outcome of this study will result in recommendations to attract desirable commercial, industrial, and quality of life projects to the area.



The CEDC reserves the right to cancel this Request for Proposal ("RFP") at any time and for any reason without any liability to any proposer or to waive irregularities at its own discretion. The CEDC reserves the right to accept or reject any or all proposals, or any portion thereof. Notice to proceed with the Study is subject to available funding beginning October 1, 2020.



Delivery Requirements and Deadline

SEALED responses to this RFP shall be submitted as addressed below and clearly identify the consultant making the submission. The package must be marked as "**Strategic Plan 2021-2025 RFP.**" One original and six copies must be submitted by each firm along with a digital electronic format. The consultant is liable for any of the costs incurred in preparing and submitting a proposal.

Questions regarding this RFP should be submitted by 2:00 p.m. on Wednesday, September 9, 2020, to Ms. Kelsee Jordan Lee, Interim Director of Economic Development at **klee@cibolotx.gov**. Any questions received that affect the RFP process will be addressed on the Cibolo Economic Development Corporation website at **www.cibolotx.gov/Study-RFPs**. Any questions related to this RFP shall be addressed to the individual identified above. Contact with any other City employee or official is prohibited without prior written consent of the City Secretary.

All **SEALED** proposals must be received by the office of the City Secretary by 3:00 p.m. on Friday, September 18, 2020. Responses received after this date/time will not be considered. Postmarked date will not constitute timely delivery.

Mail or deliver proposals to:
City of Cibolo
Office of the City Secretary
Attention: Peggy Cimics, City Secretary
200 South Main Street
Cibolo, Texas 78108

PROJECT DESCRIPTION AND STUDY OBJECTIVES

The City's General Plans, include the Unified Development Code (UDC); the Economic Development Corporation's Downtown Revitalization Plan; the City Comprehensive Master Plan (last updated in 2019), the FM 78 Corridor Study, the Comprehensive Economic Development Strategy 2016-2020, and the Thoroughfare Transportation Plan. These plans have been drafted as guiding documents that set the goals, policies, and strategies for all of Cibolo's future growth.

Supplemental documents such as the Unified Development Code, Downtown Revitalization Plan, previous CEDC Strategic Plan, Economic Development Incentives Policy as adopted by City Council in 2011, Capital Improvement Program projects, general Cibolo demographic information from ESRI, and maps will be made available as reference materials for this RFP at www.cibolotx.gov/Study-RFPs. Additional relevant data will be provided to the consultant that is awarded the project.

The proposed findings or recommendations from the Strategic Plan may result in updates to regulatory and policy documents such as the Cibolo Unified Development Code and the City's Comprehensive Master Plan. The recommendations and an implementation strategy shall be included in a Study Report document, which also serves as an executive summary of the Study and shall include:

01

COMMUNITY ASSESSMENT

- Identify the strengths, weaknesses, opportunities, and threats ("SWOT") for the City of Cibolo.
- Review and analyze the key demographics of the City such as social, economic, housing, and educational.
- Evaluate the factors that affect development within the City such as topography, flooding issues, existing and needed infrastructure.
- Review and analyze future development and other needs for the City. This should include planned housing development, other housing types that are nonexistent or under-represented within the City (e.g. garden homes, multifamily), future economic growth, population growth, and infrastructure needs.

02

WORKFORCE AND EDUCATIONAL INSTITUTION ANALYSIS

- Evaluation and analysis of the local workforce, including demographics, trends, available resources, and training opportunities.
- Evaluate the role of workforce development agencies such as Workforce Solutions Alamo, UTSA SBDC, and the ACCD within the community.
- Provide recommendations on how relationships between the workforce development agencies and the City of Cibolo and CEDC can be improved or expanded upon.

03

TARGET INDUSTRY ANALYSIS

- Provide a current industry snapshot for the City of Cibolo and identify key industries within the City.
- Identify the strength, weaknesses, opportunities, and threats of the current industries within the City of Cibolo.
- Identify future trends for these key industries.
- Identify other key industries and niche markets that should be targeted for recruitment to the City of Cibolo.
- Identify trade shows or other events to connect with leaders in these industries.

04

BUSINESS/INDUSTRIAL PARK DEVELOPMENT STRATEGY

- Examine the current Schneider Industrial Park and provide pros and cons of the park as a whole and what makes it attractive or unattractive to businesses.
- Provide recommendations on how the CEDC can make improvements to the park, making it more lucrative to attract businesses, retain existing businesses, and ensure the future sustainability of the park. Outline other initiatives/methods that can be used for redevelopment.
- Identify other areas that are strategically located within the City limits that can be designated as “future business/industrial park sites”. Identify the strengths, weaknesses, opportunities, and threats for these sites and provide recommendations on how the City can overcome known obstacles

05

OTHER DEVELOPMENT AND REDEVELOPMENT STRATEGIES

- Identify other areas within the City that would be strategic locations for future economic development. Identify the strengths, weaknesses, opportunities, and challenges of these sites.
- Identify development and redevelopment “best practices” from other municipalities within the region and state. Suggest new or improved strategies for development and/or redevelopment within the City.
- Review and analyze current projects for redevelopment within the City (e.g. Downtown Revitalization plan).
- Identify incentives that can be used for development and redevelopment projects (e.g. TIRZ, TIF, and Land banking) and suggest locations throughout the City where implementation of these incentives could be beneficial.

06

BUSINESS RETENTION & EXPANSION EFFORTS & STRATEGIES

- Analyze current business retention and expansion (BRE) efforts by the CEDC. This includes BRE Meetings, Business Development Workshops, communication with existing businesses, and other efforts by the CEDC to assist Cibolo Businesses.
- Identify BRE “best practices” by other EDCs and municipalities of similar size.
- Provide recommendations for improving the BRE efforts of the CEDC.

07

ECONOMIC DEVELOPMENT INCENTIVE POLICY REVIEW

- Analyze and review the current Economic Development Incentives policy as adopted by City Council in 2011. Identify the strengths, weaknesses, opportunities, and threats of this current policy.
- Identify the incentives that have been utilized by the City and/or EDC to attract, retain, or expand business development within the City of Cibolo.
- Identify incentives within the policy that are underutilized and/or cannot be offered by the City (e.g. waiver of impact fees).
- Identify economic development policy “best practices” from other municipalities and economic development departments within the state.
- Provide recommendations on how the policy can be improved.

08

MARKETING, TOURISM, AND WEBSITE ANALYSIS

- Review and analyze the current marketing efforts by the CEDC such as print material, digital material, website and social media, presence at local and regional economic development events, presence at local and regional trade shows, memberships with local trade associations and economic development agencies.
- Identify marketing “best practices” by other municipalities and EDCs.
- Perform a review and analysis of current CEDC webpage within the City’s website.
- Review current efforts to promote tourism within the City of Cibolo. Identify areas throughout the City that can be marketed as “destination spots” and/or “destination events” such as parks, downtown area, and City festivals.
- Provide recommendations on how the City and the CEDC can improve tourism throughout the City to make these “spots” and/or “destinations” more attractive for tourists.

09

DEPARTMENT ANALYSIS

- Analyze the current operations within the CEDC including but not limited to organizational structure, economic development department capabilities, staffing, revenue sources, etc. compared to municipalities of a similar size.
- Examine the relationship between the economic development staff, the Board of Directors, and the City Council.
- Provide recommendations on how to improve the department's operations and the relationships of all parties involved in the economic development activities for the City of Cibolo.

10

IMPLEMENTATION PLAN

- Provide an implementation plan that incorporates all elements into an operational economic development program.
- Recommend an immediate course of action to implement the plan and set out strategies by year 1, years 2-3, and years 4-5.
- Provide short-term and long-term goals and achievable milestones to facilitate program creation and to coincide with the implementation plan.
- Provide an estimated budget for implementation tasks.

PLANNING PROCESS AND SCOPE OF SERVICES

All services shall be performed in accordance with all applicable State and City regulations and ordinances.

- The timeline for completion of the Study update is approximately six months (October 2020 to April 2021) and includes the following milestones. *These dates are for reference and may change slightly to accommodate public meeting schedules.*
 - RFP published and distributed - **August 26 & 30, 2020**
 - Proposals due - **September 18, 2020**
 - CEDC Board of Directors' approval - **October 15, 2020**
 - Notice to Proceed - **October 16, 2020**
 - Draft Documents to the CEDC due - **February 8, 2021**
 - Presentation of Draft Documents to the CEDC Board - **February 18, 2021**
 - Final Documents to the CEDC due - **March 8, 2021**
 - Presentation of Final Documents to the CEDC Board - **March 17, 2021**
 - CEDC and City Council adoption - **April 13, 2021**
- Extensive public outreach shall be conducted by the consultant and include facilitation and presentation at various standing and ad-hoc committee meetings, public workshop, and public hearings before the CEDC Board of Directors and/or City Council. The following meetings may be held as needed to facilitate community input and provide updates and obtain direction: two (2) ad-hoc committee meetings, one (1) public workshops, two (2) City Council and CEDC Board of Directors joint workshops. Public outreach will incorporate involvement from residents, businesses, and property owners in the Study area, as well as the general public.
- The consultant shall be responsible for coordination of all meetings presentations, including all graphic illustrations.

- Deliverables
 - The consultant shall prepare and submit the following with coordination provided by the City's project manager and/or other City or CEDC staff:
 - Comprehensive Economic Development Strategy 2021-2025 (draft and final document)
 - Implementation Plan with short-term and long-term strategies (draft and final document)
 - Twenty (20) full-sized hard copies of the final Study documents (after City Council approval of the Study)
 - One flash drive with electronic copies of all final documents in their original format and PDF

PROPOSAL SUBMISSION FORMAT REQUIREMENTS

All proposals should be submitted with documents in the following order:

- **A cover letter introducing the company and its desire to provide consulting services for the Comprehensive Economic Development Strategy 2020-2025.**
 - Include company name and address, as well as the name and contact information of the individual authorized to represent the consultant on matters relating to the RFP. The letter must be signed by an individual authorized to bind the consultant to all terms, conditions, and commitments made in the proposal.
- **A table of contents defining sections with page numbering.**
- **General information about the firm.**
 - Include the size of the organization, location of the offices, years in business, name of owners/principal parties, and information regarding any relevant associations of which the consultant and staff are members.
- **Names and qualifications of staff proposed for the assignment, their position in the firm, and types and length of experience.**
- **A narrative of past experience related to economic development analysis.**
 - Preference should be given to work with local governments and economic development organizations.
- **A description of the standard method of compensation, including charges for reimbursable expenses and personnel hourly billing rates.**
 - Include a firm fixed price to fully respond to the requirements and deliverables outlined in this RFP.
- **A detailed description of the scope of work as outlined in the "Planning Process and Scope of Services section (pp. 3-7).**
 - Include a detailed time frame for completing each task, as well as attending the aforementioned meetings and workshops.
- **At least three references, including contact names and telephone numbers of clients for which prior services have been provided.**
 - Emphasis should be placed on Texas clients and local government clients.
- **Details as to what the consultant expects and requires of the City/CEDC in order to effectively perform the services outlined in this RFP.**

EVALUATION CRITERIA

Interviews will be scheduled with the top 3-5 consultants based on responsive submittals. The evaluation committee will recommend a preferred consultant to the CEDC Board of Directors who will approve the selection prior to executing any agreement or contract for service. The evaluation criteria shall be weighted as listed below:

METHODOLOGY & APPROACH (30%)

The firm's methodology in meeting the scope of work requirements, including overall approach. Demonstrated understanding of the Study's complexity and regional uniqueness. Resources available to accomplish the Study. Ability to involve partners and stakeholders in the planning process.

FIRM EXPERIENCE (30%)

The firm's experience in the same manner or similar areas of expertise, thoroughness, and its adaptability to provide the required services. The firm's past performance on similar projects, especially work with local governments.

QUALIFICATIONS (30%)

Demonstration of qualifications of project manager, key project staff, and subconsultants expected to provide services on behalf of the firm. Performance on past projects and city work should be noted.

PRICE (10%)

Value and depth of service provided is commensurate with price, falls within overall budget of available funds for the study.